

## CHIEF OF POLICE SEARCH 2000

# ASSESSMENT CRITERIA ELEMENTS

### 1. EDUCATION AND EXPERIENCE

- Progressively responsible experience in a police department servicing a community with a population of at least 100,000.
- At least 10 years of progressively responsible management experience serving urban law enforcement agencies and attendant/related issues.
- Managed organizations or major components/divisions of organizations of comparable size and complexity as Chief, Asst. Deputy Chief, or Major Unit Commander.
- Possess a combination of experience and training making them capable of leading a major urban police department.
- Possess a bachelor's degree in Administration of Justice, Criminology, Public Administration, or a related field or equivalent experience.

### 2. EFFECTIVE MANAGEMENT

- Ability to balance internal and external needs
- Knows people of department, what is going on, and advocates for the department and staff
- Values and earns the trust and respect of sworn/civilian staff
- Faces problems
- Supports creation and implementation of broad range of staff training
- Disciplines fairly
- Promotes and retains staff

### 3. ORGANIZATIONAL/OPERATIONAL SKILLS

- Strategic and tactical planning
- Use of technology
- Effective labor relations, collaboration
- Financial/resource allocation
- Organizational training and development
- Team building

### 4. SENSITIVITY TO CULTURAL DIVERSITY

- Experience working with diverse cultural interests
- Champions the rights and needs of all citizens regardless of race, age, wealth, religion, sexual orientation
- Understands the law enforcement implications of cultural differences



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### 5. DEPARTMENTAL DIVERSITY

- Hiring, promotion, and retention of qualified minorities, female, gay men and lesbian women
- Champions aggressive employee support programs
- Ability to understand and address cultural differences among staff members

### 6. BELIEVES IN SOCIAL JUSTICE

- Ability to deliver public safety services in an unbiased manner
- Holds self and staff accountable for personal action at all levels and administers fair discipline for misconduct (civilian and sworn personnel).
- Committed to protecting civil liberties and human rights
- Articulates a vision and strategy for addressing issues affecting today's urban environment such as domestic violence, needs of youth and the disenfranchised
- Implements fair treatment (enforcement)

### 7. COMMUNITY PARTNERSHIP

- Knowledge of and commitment to the philosophy of community-oriented policing
- Creative ideas for revitalizing, enhancing, and developing community-oriented policing programs
- Actively involved in community partnering; listens to needs/desires of various communities
- Values and supports those staff actively engaged in community support work
- Works collaboratively with other community, social service, law enforcement, and City agencies.

### 8. COMMUNICATION SKILLS

- Open, accessible, and honest in communicating with individuals and groups
- Articulate and persuasive communicator
- Delivers a consistent message
- Listens carefully to alternative viewpoints
- Effective in personal, small group, large public forums, and in media communication

### 9. PERSONAL CHARACTERISTICS

- High standards of personal and professional ethics and integrity
- Credible
- Works well under pressure
- Takes responsibility for decisions and actions
- A leader, capable of earning the respect and support of sworn and civilian staff